

20 OCT 1960

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Inspector General's Survey of the CIA
Training Program, August 1960.

1. This memorandum is in response to your request for our comments on subject Survey.
2. The report as a whole represents an excellent comprehensive review of the Agency's training mission and activities. It highlights some existing weaknesses, points out areas requiring further study, and contains many constructive suggestions and recommendations for actions designed to improve the Agency's training program. In compressing a vast array of information into a modest sized package, the compression has, as might be expected, led to the statement of some conclusions without clearly substantiating facts. While it is difficult to argue with the fact that the additional training courses and the increased participation in courses recommended by the IG would contribute to Agency capability and efficiency over the long run, it is questionable whether the Agency's present resources are sufficient to permit the adoption of all of his recommendations without the risk of subordinating the operating mission to the training mission. A realistic assessment of the costs in terms of manpower and other resources would appear to be necessary before an Agency decision is made respecting which of the recommendations should be implemented. However, viewed as a whole we believe the report provides a good insight into what is obviously a complex problem, and will contribute to a better understanding and appreciation of the Agency's training role.

3. Our reactions to the specific recommendations extracted from the report in your memorandum of 5 October 1960 are given below in your order of listing.

a. We concur in the suggested fresh look at the clerical problem, notwithstanding the fact that this group

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probably has been given greater attention than any other in the Agency. By nature it is a highly perishable group and will probably always be so. The real problem, we believe, is for the Agency to recognize that, as a group, we will suffer constant losses for the two main reasons cited-- marriage and childbearing--and simply proceed to recruit against fairly well established rates of attrition.

25X1 b. The Board of Overseers suggestion seems to be directed to both course content and enrollment [redacted] awareness of the former and stimulation of the latter. The Board name implies some measure of authority other than a review and advisory function. The "Overseers" role should not be extended to the point of impinging upon the Director of Training's authority and responsibility. We see no objection to the "experiment" if it might produce the results aimed at, provided it does not dilute the Director of Training's established role.

c. Concur.

d. We believe the suggestion that it be DCI-directed policy for all junior professional officers to enter Agency employment through the JOTP goes beyond what is actually needed. For those persons who are "professional" at the outset in other than the pure intelligence field (accountants, doctors, lawyers, etc.) we believe that selection criteria is best administered by the office of intended use. At the same time we strongly favor a program of training in intelligence for these people before they commence productive work in their specialty. For those persons who are other than "professional" at the outset (clerks, typists, secretaries, etc.) who later prove their abilities to move into professional jobs such as Reports Officer, Case Officer, Budget Officer, Logistics Officer, etc., we would likewise strongly favor a program of training in intelligence. We agree completely with the objectives advanced by the IG of having all "professional" personnel indoctrinated and trained in intelligence methods and techniques and more than casually aware of the basic functions, objectives, and problems of CIA. We do not feel it necessary or desirable to look to the JOTP as the sole means for accomplishing that objective.

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e. Concur.


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f. The chief advantage of having outstanding public citizens on the JOT selection panels would appear to be one of fostering good public relations. We would prefer to see more intra-Agency participation than to be burdened with external guests who, if they have never been associated with a secret service, could be predicted to contribute but little, and might be offended because their advice is not followed.

g. Concur.

h. Concur.

4. We have a few comments on other portions of the Survey.

a. On page 26, it is stated that the average man prefers part-time courses so he can attend to his job part of each day. We would prefer to see formal training scheduled on a full-time basis to the maximum extent possible. We feel that the absences under those circumstances are less disruptive than to have inadequate time to make on-the-job decisions which can and should be made by the person temporarily in charge, as would be done in the case of vacations, military leave, or other prolonged absence. 

b. Tying language proficiency to promotion practices for some categories of employees (page 71) could produce unwanted results. Rather than impose an impossible requirement now as a prerequisite for promotion in many cases, it would appear more desirable to seek other ways and means of closing the undesirable gap in the years to come.

c. We believe that the alleged "second class" status of DD/S and DD/I JOTS (recommendation e., page 92) extends more deeply. Non-JOTP officers probably feel this situation more keenly than do DD/S and DD/I JOTS. We would like to see the opportunities and respect accorded an officer based upon his ability and product and not upon his prior condition of training.

d. It seems unnecessary to request the DCI to authorize establishment of senior Training Officer positions at Assistant Director or DD/P Division Chief level (recommendation a., page 113) if, in fact, the need for such positions is accepted. It seems to us that a senior officer with full time to devote to

training activities would serve to split responsibility at office or division level when the responsibility must clearly remain with the chain of command. We, therefore, suggest a study of this recommendation designed to determine conclusively the need for such senior positions. If agreement on need is reached, the Director of Personnel could proceed to take required grade-setting action.

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Acting Special Support Assistant/DPS